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UNDP FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

Status of Management Services Agreements

Report of the Administrator

I. PURPOSE

1. The present report provides information on the provision of management services in the period 1992 and 1993 and responds to the questions raised in Governing Council decisions 90/46 and 92/39.

II. STATUS AND GROWTH OF MANAGEMENT SERVICES OPERATIONS

2. Programmes benefiting from management services provided by UNDP through OPS continue to be funded by such multilateral lending institutions as the World Bank (including the International Development Association (IDA)), the Inter-American Development Bank (IDB), and the International Fund for Agricultural Development (IFAD); by individual donor countries; and, to a much lesser extent, by recipient countries themselves. Yearly expenditures have risen over the past two years (see annex table 1) at a rate comparable to the overall growth of OPS expenditures.

3. MSAs reached a total cumulative value of over \$900 million under 203 projects during the period 1983 to 1993. There were 97 MSAs active at the end of 1993 (not including those funded by IFAD, a special case for which OPS provides loan administration and project supervision only - see below) and the total combined 1993 expenditures was \$121 million, as illustrated in annex table 1.

4. The source funding the greatest number of currently active MSAs is the World Bank, followed by Japan, Italy and Sweden. The source funding the largest value of current activities is Japan, followed by the World Bank and the

Inter-American Development Bank. Development funding is also provided through MSAs funded by Australia, Denmark, Finland, France, Germany, Netherlands, Norway, the United States, the European Union, and by Government's own resources (Argentina, Bhutan, Bolivia, Congo, Djibouti, Dominican Republic, Ecuador, Kyrgystan, and Turkey).

5. MSA projects are concentrated most heavily in Latin America, with nearly 60 per cent of the value and 45 per cent of the number of active MSAs. The World Bank, the Inter-American Development Bank and the Government of Japan each funded nearly one third of the 1993 MSA activity in this region. In Africa and Asia, Japan was the principal funder of MSA activities.

6. In response to separate identifiable sets of client needs, MSAs may now be categorized into five types: (a) support to comprehensive project management for the general execution of projects funded primarily by international financial institutions; (b) procurement support to ensure transparent competitive purchasing of goods on the international market more expeditiously than national procedures may allow, including in particular the import support programme funded by Japan; (c) rural infrastructure projects, such as access roads and water systems, funded mainly by Italy and Sweden; (d) loan administration for and supervision of IFAD projects; and (e) consultancy funds providing support to programming and evaluation activities, which require the use of consultants from the funding country, presently Denmark, Finland, France, Norway, and Sweden.

7. The proportion of OPS-supported projects implemented under MSAs remains roughly equivalent to prior years, accounting for 12 per cent of the total number of active projects. In monetary terms, the proportion remains about the same as in 1991 (approximately 30 per cent) and continues to reflect larger average values for management services projects. Thus, these projects continue to constitute an important part of OPS activities, thanks particularly to consistent strength in the Japanese-funded procurement of commodities programme and growth in the MSAs funded by the development banks.

8. A brief analysis of the four funding categories of management services operations according to source of funds - IFAD, development banks, bilateral donors, recipient Governments - is contained in the annex to the present report.

III. MANAGEMENT SERVICES AND THE UNDP PROGRAMME

A. Effect on core funding

9. When compared with UNDP-funded programmes as a whole, disbursements on these projects remain a small proportion of overall UNDP expenditures. Yearly expenditures on management services projects represented an amount equivalent to approximately 11 per cent of core-funded programme expenditures by UNDP during the biennium, an increase from 8 per cent in 1991, resulting from the combination of increased MSA expenditure together with reduced overall core funding.

10. Annex table 2 demonstrates the fluctuation in both bilateral donor funding of management services projects and voluntary contributions to UNDP core resources. The fluctuations in the level of voluntary contributions reflect both the impact of the economic situation in many donor countries and changes in exchange rate parities, which affect the value of non-dollar contributions. These fluctuations suggest that there is no direct relation in a particular year between bilaterally funded management services projects and voluntary contributions to UNDP.

11. It should be noted that bilateral funds for management services projects over the past several years represented a small proportion of individual donor pledges to UNDP. Only Japan's funding of management services projects as a proportion of pledges to UNDP has increased significantly since 1989. This is due to the untied procurement of commodities programme and does not appear to have affected Japan's level of voluntary contributions to UNDP, which have increased on average by 4 per cent annually since 1988.

B. Cost recovery

12. The total cost to UNDP of providing management services continues to be borne by the funding sources. Management fees are calculated on a project-by-project basis to cover the full cost of the respective implementation. For 1993, projects funded by bilateral donors, those funded by development banks, and those funded by IFAD each account for roughly one third of cost recovery (annex table 3). UNDP country offices and UNDP central services are in turn reimbursed for costs they incur in supporting MSA implementation by OPS (annex table 4). Finally, annex table 5 demonstrates the proportion of OPS support costs recovered from each of its three main sources of funding: i.e., UNDP core funds, other multilateral sources, and management services.

IV. CONCLUSIONS AND RECOMMENDATION

13. MSAs, including those funded by bilateral donors, continue to strengthen the UNDP multilateral approach to the development process, increase the ability of beneficiary countries to utilize development resources, and help to guarantee that a greater proportion of external assistance is synchronized with the development priorities of recipient countries. In light of the proven usefulness of this modality, the Administrator recommends its continued utilization. Thus, the Administrator proposes to continue to conclude management service agreements, which will continue to be implemented by UNOPS, as an important modality to channel development resources and coordinate their use.

Annex

MANAGEMENT SERVICES AGREEMENTS BY FUNDING TYPE

A. Projects funded by IFAD

1. OPS has become the leading cooperating institution for IFAD. During the biennium, a total of 31 new IFAD projects were accepted, bringing the cumulative number of projects to 95, with a total loan portfolio of \$1.1 billion. The role of OPS in these projects is to provide loan administration and project supervision for loans executed by Government. Loan drawdowns in 1993 by borrowers/grantees reached \$77.2 million. These expenditures are not reflected in the figures in annex table 4 since IFAD loan drawdowns do not transit through UNDP accounts.

2. All IFAD-assisted projects are designed to alleviate rural poverty through the promotion of local and family-level food security and the improvement of nutritional and income levels of agricultural smallholders and the rural poor, particularly poor women. Poverty alleviation, environmental conservation, establishment of viable rural financial systems, assistance to indigenous groups, promotion of small water control schemes, are some of the areas of attention of this diverse portfolio, illustrating the contribution made by MSAs to the overall UNDP thematic foci.

3. The first two MSAs for direct management of IFAD projects by OPS (in addition to the supervisory services normally provided for IFAD projects) were signed for El Salvador and Somalia. These projects will be managed much like other MSAs funded by development banks and all activities will be reflected in OPS accounts.

B. Projects funded by the World Bank, IDA and IDB

4. As shown in annex table 6, the number of ongoing projects in this category grew from 35 in 1991 to 41 at the end of 1993. Twenty-three new projects became operational in 1992/1993 while 15 projects were operationally completed. The new projects are widely spread geographically, covering Anguilla, Argentina, Bolivia, Ecuador, Guatemala, Latvia, Mali, Mongolia, Saint Kitts and Nevis, Turkey, Uganda and the United Republic of Tanzania. The range of services requested include construction of rural primary schools, reconstruction of rural roads, management of employment services strengthening, and procurement of information systems, vehicles and other equipment and supplies.

5. Expenditures on these projects have increased dramatically during the biennium, after remaining quite stable at about \$15 million during the preceding three years, rising to \$52 million in 1993. This also represents an increase in the share of OPS total expenditure from 4 per cent in 1991 to 14 per cent in 1993.

6. For the bulk of ongoing and new projects funded by development banks, the major feature of UNDP association continued to be support to components of World

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Bank structural adjustment lending packages, including institutional reform of the major economic ministries. Two additional types of activities under MSAs funded by development banks took on significantly increased importance during the period covered by the present report. First, negotiations took place for several MSAs to provide management services for the procurement of equipment and goods financed by World Bank and IDB loans, with implementation of one IDB project of this type in Argentina, permitting the Government to secure an extension of the loan and contributing heavily to the overall increase in expenditures under MSAs funded by development banks. Second, several MSAs were signed to support sector loans, with one MSA in Ecuador including the construction of primary schools in rural areas.

7. Agreement was reached to ensure UNDP auditing of every World Bank-funded MSA, thus enabling World Bank borrowers to fulfil their loan obligations. Twenty-nine audits were carried out for the 1992 exercise and a similar number are foreseen for 1993.

8. Under these MSAs, borrowers from international lending institutions continue to benefit from the involvement of UNDP to ensure that available funds are spent expeditiously and economically through established international procedures. As cited in previous reports of the Administrator on management services (DP/1990/67 and DP/1992/43), UNDP contributes to increasing the borrower's capacity to absorb, thus mobilize, investment resources.

C. Projects funded by bilateral donors

9. The number of active projects in this category (listed in annex tables 7(a)-7(c)) declined, with 54 in 1991 and 45 at the end of 1993. Thirty-three projects were operationally completed in the past two years, while 24 new projects were accepted, of which 15 are financed by Japan. Increased funding was received for existing MSAs funded by Sweden for some United Nations Sudano-Sahelian Office (UNSO) agro-forestry projects, again demonstrating the complementarity between activities implemented through the management services modality and through other more traditional UNDP funding sources. The now European Union increased its funding to an existing MSA providing humanitarian assistance to Albania. Expenditures on these projects remained essentially stable. When the procurement of commodities programme funded by Japan is excluded, however, expenditures on projects financed by bilateral donors have declined steadily from 28 per cent of overall expenditures in 1987 (during the period of the Italian-funded projects in response to the emergency drought conditions in the Sahel) to 6 per cent in 1991, to under 4 per cent in 1993.

10. The Japanese procurement programme demonstrates the role of bilaterally funded management services projects in contributing to the development process. While the impact of the grants cannot be measured directly in terms of sustainability in the same way as traditional technical cooperation projects, they do help countries to sustain structural adjustment reforms, freeing scarce foreign exchange for development priorities. Furthermore, the involvement of UNDP in applying internationally recognized procurement procedures and conducting open competitive bidding helps to ensure that recipient Governments obtain maximum benefit from these grants. For Japan, the UNDP country office

presence and its long experience in the recipient countries were important considerations in the decision to utilize the MSA modality. In turn, activities supported by UNDP country programmes are complemented by the Japanese programme. For example, the procurement programme's support to the structural adjustment process complements indicative planning figure (IPF)-funded activities in support of the social dimensions of structural adjustment.

11. From the original nine countries receiving grants totalling \$115 million, the programme has now grown to 22 countries and has expanded from sub-Saharan Africa to countries in Latin America and Asia, with grants totalling \$380 million. Four countries were added to the programme during the reporting period (Cambodia, El Salvador, Peru, and Sao Tome and Principe) and 10 additional countries received further grants. Twenty-two projects were operationally completed, leaving 20 currently ongoing, with a total budget of \$235 million. Expenditures on the programme represented approximately 16 per cent of OPS total expenditure and 50 per cent of expenditure on management services projects in 1992 and 1993 (excluding IFAD loan drawdowns).

12. A comprehensive evaluation of the Japanese commodity procurement programme was conducted in 1993. It indicated the overall broad satisfaction of beneficiary countries and agencies/firms while also pointing out a number of areas for the improvement of programme implementation and the enhancement of the coordination role of the country office in advising on the use of the grant and of the counterpart funds generated by the grants.

13. A significant characteristic of bilaterally funded projects is that close to three quarters of available resources for these projects is used to procure goods and services in the international market. The Japanese commodity procurement programme, which is open to non-Japanese suppliers, accounts for the magnitude of this share. Japan is also joined by the Netherlands and the United States in funding projects that conform to multilateral standards for purchasing goods and services, thus making a contribution towards the process of channelling greater bilateral resources through the multilateral development system.

14. To demonstrate the added value that UNDP participation brings to both recipient and donor countries; one may also cite several umbrella MSAs that have been signed directly with bilateral funders to provide a wide range of project formulation and other support to countries and in sectors as requested, relying on firms and goods from the funder country. Two MSAs, the Danish Consultancy Services Fund and the Norwegian Consultancy Services Fund allow the lowest-income countries to take advantage of special expertise made available - over and above their core contributions - from these two underutilized major donors. These agreements mainly fund feasibility studies identified by recipient Governments in conjunction with UNDP and the bilateral donor although entire projects have been funded in some cases. This model has now been followed by Finland in order to support environmentally related activities; by Sweden, with which an MSA along the lines of the Danish and Norwegian models is under negotiation; and by France with an MSA to support aid coordination round tables. Internal evaluations have shown that such umbrella technical cooperation MSAs provide an important input to national development efforts, benefit donor-

country firms by introducing them into new areas, and ensure high quality through UNDP coordination and the OPS competitive selection process.

15. In this way, the UNDP resident representative's role in aid coordination is further enhanced. The bilateral aid funds are spent with full regard to the overall development programme of the recipient Government. And, as with development bank funds, the recipient Governments' increased ability to absorb bilateral development assistance is frequently a prerequisite for mobilizing additional external resources.

D. Projects funded by the recipient country

16. Twelve new MSAs were funded by the beneficiary Governments themselves, while additional funds were placed in two existing MSAs funded directly by beneficiary Governments. Half of these MSAs are counterpart projects to World Bank-funded MSAs while the others support modernization of important ministries undertaken at the initiative and expense of Governments.

Annex tables

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Annex table 2. DONOR PLEDGES TO UNDP CORE AND MSA PROGRAMMES FUNDING ^a
(Thousands of dollars)

DONOR	1989	1990	1991	1992	1993
AUSTRALIA					
UNDP	12.85	13.80	13.06	11.88	11.40
MSA	1.40	1.54	1.32	0.03	0.01
MSA/UNDP %	10.89%	11.32%	10.06%	0.25%	0.08%
DENMARK					
UNDP	72.41	87.78	79.20	89.80	88.54
MSA	0.00	1.00	2.58	3.07	2.14
MSA/UNDP %	0.00%	1.14%	3.24%	3.43%	2.47%
FINLAND					
UNDP	26.87	48.88	58.53	42.11	9.15
MSA	0.00	3.11	0.85	0.20	0.04
MSA/UNDP %	0.00%	6.23%	1.43%	0.47%	0.44%
FRANCE					
UNDP	43.86	50.88	38.05	52.82	26.38
MSA	0.00	0.00	0.03	0.06	0.03
MSA/UNDP %	0.00%	0.00%	0.08%	0.11%	0.11%
GERMANY					
UNDP	88.80	80.18	78.87	84.33	80.57
MSA	0.00	0.00	0.00	3.20	0.20
MSA/UNDP %	0.00%	0.00%	0.00%	3.79%	0.25%
ITALY					
UNDP	78.01	73.80	42.57	84.75	24.82
MSA	10.28	33.00	5.80	3.88	18.21
MSA/UNDP %	13.15%	44.84%	13.62%	4.52%	88.66%
JAPAN					
UNDP	83.30	88.83	89.81	92.11	86.11
MSA	30.80	98.04	73.48	73.82	91.24
MSA/UNDP %	36.73%	87.00%	81.97%	80.14%	93.31%
NETHERLANDS					
UNDP	72.08	83.48	86.17	90.19	86.29
MSA	0.28	1.28	0.00	1.10	0.01
MSA/UNDP %	0.39%	1.55%	0.00%	1.22%	0.01%
NORWAY					
UNDP	78.05	81.37	83.57	88.34	71.02
MSA	0.00	0.00	0.31	0.31	1.14
MSA/UNDP %	0.00%	0.00%	0.37%	0.35%	1.61%
SWEDEN					
UNDP	87.84	97.50	85.25	122.87	70.65
MSA	0.48	0.13	0.86	2.90	1.13
MSA/UNDP %	0.52%	0.13%	1.01%	2.43%	1.60%
USA					
UNDP	188.88	107.02	104.80	188.37	123.00
MSA	0.00	9.98	0.13	0.25	0.04
MSA/UNDP %	0.00%	9.31%	0.13%	0.24%	0.03%

^a The amounts indicated under MSA represent total actual expenditures under specific programmes, while those indicated under UNDP represent total monies pledged to UNDP.

Annex table 3. MANAGEMENT SERVICES COST RECOVERIES

CATEGORY	1989		1990		1991		1992		1993	
	\$	% of total recoveries	\$	% of total recoveries	\$	% of total recoveries	\$	% of total recoveries	\$	% of total recoveries
Development banks	1,703,545	22%	1,102,871	15%	1,143,950	15%	1,852,929	24%	3,398,993	34%
International Fund for Agricultural Development (IFAD)	1,272,040	16%	1,890,540	25%	2,167,750	28%	2,336,400	30%	2,655,000	27%
Bilateral donors	4,843,360	62%	4,593,514	60%	4,306,570	57%	3,521,554	46%	3,835,942	39%
	7,818,945	100%	7,586,725	100%	7,618,270	100%	7,710,883	100%	9,889,935	100%

Annex table 4. DISTRIBUTION OF COST RECOVERIES

CATEGORY	1989		1990		1991		1992		1993	
	\$	% of total recoveries	\$	% of total recoveries	\$	% of total recoveries	\$	% of total recoveries	\$	% of total recoveries
Office for Projects Services	5,589,937	71%	5,824,861	77%	5,346,578	72%	5,946,159	76%	7,590,750	77%
Central services	967,365	12%	1,045,191	14%	635,766	9%	721,952	9%	987,150	10%
Country offices	1,261,643	16%	716,653	9%	1,452,749	20%	981,139	13%	1,276,272	13%
TOTAL	7,818,945	100%	7,586,725	100%	7,435,093	100%	7,649,250	100%	9,854,172	100%

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Annex table 5. COST RECOVERIES IN RELATION TO PROJECT EXPENDITURES
1989 - 1993
(Thousands of dollars)

YEAR	CATEGORY			
	UNDP CORE FUNDS	OTHER MULTILATERAL SOURCES ^a	MANAGEMENT SERVICES ^b	TOTAL
1989				
No. of projects	1,101	378	122	1,601
Expenditure (\$)	85,464	49,767	93,252	228,483
Percentage	37%	22%	41%	100%
Support costs (\$)	9,350	3,292	7,819	20,461
Percentage	46%	16%	38%	100%
1990				
No. of projects	1,057	360	156	1,573
Expenditure (\$)	119,204	58,917	107,653	285,774
Percentage	42%	21%	38%	100%
Support costs (\$)	13,197	4,162	7,587	24,946
Percentage	53%	17%	30%	100%
1991				
No. of projects	1,083	374	172	1,629
Expenditure (\$)	171,785	73,712	101,955	347,452
Percentage	49%	21%	29%	100%
Support costs (\$)	16,714	5,184	7,619	29,517
Percentage	57%	18%	26%	100%
1992				
No. of projects	1,096	402	192	1,690
Expenditure (\$)	174,090	80,378	107,110	361,578
Percentage	48%	22%	30%	100%
Support costs (US\$)	18,078	5,395	7,710	31,183
Percentage	58%	17%	25%	100%
1993				
No. of projects	1,077	366	193	1,636
Expenditure (\$)	166,961	94,265	120,542	381,768
Percentage	44%	25%	32%	100%
Support costs (\$)	17,452	6,282	9,890	33,624
Percentage	52%	19%	29%	100%

^a Includes UNDP-administered funds, Special Trust Funds, UNFPA and UNDCP

^b Includes development banks and subtotal under government-owned resources and bilateral grants. Excludes disbursements against IFAD loans. Programme support costs under UNDP core funds include support costs for IFAD/OPS

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Annex table B. PROJECTS FINANCED BY THE INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT

NO. PROJECT NO.	IFAD	LOAN NO.	COUNTRY	PROJECT NAME	TOTAL LOAN	SIGNATURE	LOAN DISBURSEMENTS (dollars)	OPS BUDGET (dollars)
1 ALG81/F01	IFAD	276-AL	Algeria	Artisanal Fisheries Project	11,187,000	19/02/91	24,350	500,157
2 ANG88/F01	IFAD	SRS-020-AN	Angola	Melange	7,803,000	24/01/90	37,569	473,740
3 BEN91/F01*	IFAD	289-BE	Benin	Benin Alocos	8,632,000	23/01/92	845,827	502,816
4 BOW93/F01*	IFAD	SRS-034-BI	Burundi	Ruvigi Rural Resources Mgt.	8,874,000	08/11/93	0	22,700
5 BGD86/F01	IFAD	194-BA	Bangladesh	Marginal and Small Farmers	12,361,000	23/01/87	230,265	435,748
6 BGD86/F01	IFAD	237-BA	Bangladesh	Onion Lanes	7,724,000	05/04/89	853,847	472,560
7 BGD86/F02	IFAD	238-BA	Bangladesh	Gumteen II	8,583,000	11/09/89	Closed	220,855
8 BGD90/F01	IFAD	280-BA	Bangladesh	Livestock Development	10,585,000	10/07/91	789,284	434,803
9 BGD91/F01	IFAD	287-BA	Bangladesh	Alternative Survival Strategy	17,465,000	08/11/91	1,351,809	396,295
10 BHU87/F01	IFAD	223-BH	Bhutan	Punakha Wangdi	3,012,000	18/11/88	258,570	322,105
11 BHU91/F01*	IFAD	296-BH	Bhutan	Eastern Bhutan	4,005,000	19/07/92	598,293	449,819
12 BRA93/F01*	IFAD	344-BR	Brazil	Sergipe Small Farmers Development	17,818,000	NA	0	26,700
13 BZE85/F01*	IFAD	172-BL	Belize	Toledo Small Farmer Development	2,900,000	28/10/87	302,280	356,556
14 CAC90/F01	IFAD	272-CG	Congo	Marketing Project	8,425,000	21/12/90	0	429,813
15 CAF78/F01	IFAD	245-CA	Central African Republic	Bouca	10,585,000	15/02/90	1,392,222	577,632
16 CHD93/F01*	IFAD	NA	Chad	Mise en valeur des Oueds du Kanem	12,499,000	NA	Not Yet Operational	12,850
17 COM91/F01*	IFAD	291-CS	Comoros Islands	Soil Conservation & RDP	4,074,000	23/01/92	155,969	430,550
18 CPE88/F01	IFAD	233-CH	China	Sichuan Livestock	18,506,000	13/02/89	2,527,818	505,072
19 CPE88/F01	IFAD	254-CH	China	Shandong Agricultural Development	23,202,000	20/04/90	5,368,637	440,151
20 CPE90/F01	IFAD	281-CH	China	Shandong Agricultural Development	24,652,000	08/05/91	4,104,457	480,465
21 CPE91/F01*	IFAD	300-CH	China	Jilin Livestock	27,621,000	08/05/92	5,174,961	283,613
22 DOM87/F01	IFAD	216-DO	Dominican Republic	Southwestern Region Credit	8,425,000	23/05/89	1,956,373	350,255
23 DRK92/F01	IFAD	NA	Democratic Republic of Korea	Sericulture	15,468,000	NA	Not Yet Operational	282,214
24 EGY90/F01*	IFAD	306-EG	Egypt	Credit Development	25,274,000	11/12/82	0	473,181
25 ELS92/F01*	IFAD	322-ES	El Salvador	Chalatenango Agricultural Development	12,775,000	28/06/93	0	586,308
26 EGG93/F01*	IFAD	167/135-EQ	Equatorial Guinea	Agricultural Development	3,384,000	17/04/85	219,707	43,000
27 EGG93/F01*	IFAD	NA	Equatorial Guinea	Peasant Production & MKTG Prom.	24,031,000	NA	Not Yet Operational	24,700
28 ETH85/F01*	IFAD	188-ET/RS-2-ET	Ethiopia	Drought Rehabilitation	26,963,000	21/06/85	472,864	527,010
29 ETH93/F01*	IFAD	342-ET/RS-37-ET	Ethiopia	Southern Region Coop Dev. & Credit	17,401,000	01/02/94	0	12,850
30 GAB89/F01	IFAD	246-GN	Gabon	Smallholder Support	9,737,000	03/03/90	0	433,829
31 GAM89/F01	IFAD	SRS-021-GA	Gambia	Small Scale Water	4,281,000	25/01/90	0	510,848
32 GHA86/F01	IFAD	198/SRS-02-GH/SOF-04-GH	Ghana	Smallholders Rehabilitation	14,415,000	27/04/87	1,235,803	1,594,247
33 GHA89/F01	IFAD	247/SRS-019-GH/SOF-019-GH	Ghana	Smallholders Credit	18,143,000	23/07/90	2,928,442	430,647
34 GHA90/F01	IFAD	SRS-26-GH/SOF-22-GH	Ghana	Upper East Region	12,826,000	23/01/91	1,702,672	518,207
35 GHA93/F01*	IFAD	SRS-038-GH	Ghana	Rural Enterprises	7,665,000	NA	0	484,818
36 GUA89/F01	IFAD	251-GM	Guatemala	Smallholders Development	13,820,000	08/10/90	1,568,959	12,850
37 GUA91/F01*	IFAD	296-GM	Guatemala	Cuchumatanes	7,596,000	30/11/92	0	478,159
38 GUA92/F01	IFAD	SRS-012-GU/SOF-12-GU	Guatemala	Agricultural Development	15,944,000	08/11/88	2,072,704	473,154
39 HAU86/F01	IFAD	088-HA/86-HA	Haiti	Intensification Food Crops	18,258,000	13/08/82	0	544,574
40 HAU88/F01	IFAD	241-HA	Haiti	Rehabilitation Small/Medium Irrig.	11,325,000	28/06/89	815,377	440,942
41 IND87/F01	IFAD	214-IN	India	Orissa Tribal Development	12,775,000	04/02/88	536,479	636,168
42 IND89/F01	IFAD	240-IN	India	Tamil Nadu Women Development	18,161,000	30/05/89	1,887,095	586,280
43 IND90/F01*	IFAD	282-IN	India	Andhra Pradesh Tribal Development	26,104,000	15/05/91	0	557,374
44 IND93/F01*	IFAD	325-IN	India	Maharashtra Rural Credit	29,346,000	01/06/93	0	474,190
45 INS87/F01	IFAD	215-ID	Indonesia	Income Generating	14,639,000	20/01/88	1,614,820	412,312
46 IPR92/F01	IFAD	317-IR	Iran, Islamic Republic of	Agriculture Ext. & Women's Development	19,818,000	NA	0	363,694
47 KEN90/F01	IFAD	SRS-27-KE/SOF-23-KE	Kenya	Coast ASAL	15,512,000	29/05/91	117,897	533,902
48 KEN90/F02	IFAD	BG-006-KE	Kenya	Nyeri Dry Area	3,039,000	29/05/91	175,393	497,124

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Annex table 8 (continued)

NO.	PROJECT NO.	IFAD	LOAN NO.	COUNTRY	PROJECT NAME	TOTAL LOAN	SIGNATURE	DISBURSEMENTS (dollars)	LOAN DISBURSEMENTS (dollars)	OPS BUDGET (dollars)
48	KEN90/F03	IFAD	271-KE/BC-007-XE	Kenya	Farmers Group II	11,947,000	29/05/91	873,852	0	510,083
50	LAO87/F01	IFAD	207-LA	Laos People's Democratic Republic	Rural Credit	4,834,000	09/11/87	0	0	403,761
51	LAO88/F01	IFAD	256-LA	Laos People's Democratic Republic	Xiang Khouang	5,862,000	25/07/90	0	0	462,399
52	LAO93/F01*	IFAD	NA	Laos People's Democratic Republic	Bokeo Basic Needs	4,005,000	NA	Not Yet Operational	Not Yet Operational	10,850
53	LES86/F01	IFAD	199-LE	Lesotho	Local Initiative Support	5,593,000	11/12/86	537,696	537,696	558,388
54	LES88/F01	IFAD	SRS-013-LE/SOF-11-LE	Lesotho	Soil Water Conservation	8,546,000	17/11/88	1,390,026	1,390,026	541,944
55	LES93/F01*	IFAD	SRS-40-LE	Lesotho	Rural Finance and Enterprise Support	4,244,000	NA	0	0	12,850
56	MAG89/F01	IFAD	231-MG	Madagascar	Highlands Agricultural Development	13,673,000	26/01/89	1,178,795	1,178,795	436,186
57	MAG91/F01*	IFAD	286-MG	Madagascar	Midwest Development Fund	11,394,000	04/03/92	1,024,896	1,024,896	532,508
58	MAL92/F01*	IFAD	SRS-031-MR	Malawi	Imaguen-Based Bank d'Arguin	1,657,000	16/12/92	170,251	170,251	474,807
59	MOV89/F01	IFAD	249-MV	Maldives	Atoll Development	3,246,000	25/01/90	487,848	487,848	443,690
60	MEX90/F01*	IFAD	270-ME	Mexico	Agriculture Development	2,990,000	19/12/90	2,469,807	2,469,807	455,894
61	MEX92/F01*	IFAD	303-ME	Mexico	Indigenous Estado Pueblo	25,205,000	03/09/92	1,400,000	1,400,000	521,142
62	MAL90/F01	IFAD	278-ML	Mali	Village Development II	12,706,000	08/03/91	1,071,137	1,071,137	416,846
63	MZ93/F01*	IFAD	334-MZ	Mozambique	Livestock Development	6,008,000	26/01/94	0	0	22,700
64	NAM93/F01*	IFAD	NA	Namibia	Rural Women Project	17,332,000	NA	Not Yet Operational	Not Yet Operational	328,000
65	NEP87/F01	IFAD	208-NE	Nepal	Hills Leasehold Forestry	7,580,000	07/04/88	885,477	885,477	418,859
66	NEP89/F01	IFAD	250-NE	Nepal	Development Small-Scale Irrigation	13,811,000	25/01/90	461,780	461,780	441,189
67	NER88/F01	IFAD	SRS-082-NG/SRS78/19NG	Niger	Artisanal Fisheries	21,372,000	13/01/88	2,555,256	2,555,256	560,720
68	NER88/F01	IFAD	236-NR	Nigeria	Neelum Valley Community	15,395,000	23/01/88	1,357,120	1,357,120	465,138
69	PAK90/F01	IFAD	284-PA	Pakistan	Messaha Village Support Project	18,355,000	04/10/91	710,260	710,260	436,464
70	PAK92/F01*	IFAD	319-PA	Pakistan	Peasant Development Fund	14,294,000	08/12/92	1,100,000	1,100,000	447,870
71	PAR92/F01*	IFAD	310-PG	Paraguay	Employment Promotion	13,739,000	10/11/92	217,815	217,815	453,308
72	SEY90/F01	IFAD	261-SO/NGOECP-011-SC	Seychelles	North-Central Agricultural Development	1,236,000	26/08/90	396,455	396,455	597,011
73	SL92/F01*	IFAD	306-SL/SRS-033-SL	Sierra Leone	Agricultural Credit	14,456,000	30/12/92	1,710,063	1,710,063	387,317
74	SL92/F01*	IFAD	224-SM	Solomon Islands	Ministry Wayne Integrated Dev. I	2,768,000	08/06/87	0	0	Closed
75	SOM85/F01	IFAD	BG-3-SO	Somalia	Ministry Wayne Integrated Dev. II	5,110,000	NA	0	0	225,160
76	SOM85/F01	IFAD	NA	Somalia	Bay Region	12,540,000	25/04/90	0	0	408,465
77	SOM89/F01	IFAD	252-SO/SRS-021-SO	Somalia	Beyond Relief Programme	3,978,000	13/12/93	576,449	576,449	366,794
78	SOM89/F01	IFAD	BC-008-SO	Somalia	Rural Credit	6,698,000	12/07/88	529,552	529,552	335,090
79	SOM89/F01	IFAD	216-SR	Sri Lanka	Artisanal Fisheries II	13,673,000	17/07/91	447,791	447,791	451,446
80	SRL87/F01	IFAD	263-SR	Sri Lanka	Artisanal Fisheries II	1,657,000	27/08/91	382,710	382,710	311,050
81	SRL90/F01	IFAD	274-SR	Sao Tome and Principe	Artisanal Fisheries II	2,072,000	NA	0	0	572,911
82	STP90/F01	IFAD	346-ST	Sao Tome and Principe	Artisanal Fisheries II	12,414,000	08/12/88	1,411,733	1,411,733	502,807
83	STP93/F01*	IFAD	SRS-016-SL/SRS-013-SL/SOF-13-S	Sudan	Artisanal Fisheries II	10,413,000	19/11/90	371,775	371,775	328,000
84	SLD88/F01	IFAD	268-SL/STP-012-SU	Sudan	Artisanal Fisheries II	10,896,000	25/01/84	0	0	251,615
85	SLD93/F01*	IFAD	SRS-008-SL/SOF-031-SO	Sudan	Artisanal Fisheries II	3,036,000	13/07/88	0	0	276,702
86	TGN82/F01	IFAD	220-TA	Tonga	Artisanal Fisheries II	21,407,000	16/07/93	3,275,829	3,275,829	574,292
87	TGN82/F01	IFAD	327-TA	Tonga	Artisanal Fisheries II	15,852,000	12/10/89	2,408,001	2,408,001	476,615
88	TUR88/F01	IFAD	243-TU	Turkey	Artisanal Fisheries II	9,116,000	06/03/91	790,640	790,640	549,321
89	TUR90/F01	IFAD	277-TUR	Turkey	Artisanal Fisheries II	16,961,000	20/08/90	1,286,675	1,286,675	460,321
90	UGA90/F01	IFAD	BC-005-UG	Uganda	Artisanal Fisheries II	7,850,000	NA	0	0	10,850
91	UGA90/F01	IFAD	SRS-034-TZ/2072/SOF-20-TZ	United Republic of Tanzania	Household Food & Health Security	18,437,000	13/05/93	870,228	870,228	340,460
92	URT89/F01	IFAD	NA	United Republic of Tanzania	Artisanal Fisheries II	8,737,000	NA	0	0	331,090
93	URT93/F01*	IFAD	328-VN	Viet Nam	Artisanal Fisheries II	1,108,368,000	NA	0	0	37,718,714
94	ME93/F01*	IFAD	330-YR	Yemen	Artisanal Fisheries II	1,108,368,000	NA	0	0	37,718,714
95	YEM93/F01*	IFAD	NA	Yemen	Artisanal Fisheries II	1,108,368,000	NA	0	0	37,718,714
Grand Total for 95 Projects										

Annex Table T(a). ACTIVE PROJECTS UNDER MANAGEMENT SERVICES AGREEMENTS FUNDED UNDER DEVELOPMENT BANKS

NO. PROJECT NO.	FUNDING AGENCY	LOAN NO.	COUNTRY	PROJECT NAME	TOTAL LOAN	SIGNATURE DATE	TOTAL BUDGET (dollars)	BUDGET (dollars)	MANAGEMENT FEE (dollars)
1 AR09/09/01	World Bank	2984 - AR	Argentina	Administration of Social Programmes	28,000,000	15/02/89	3,038,800	2,889,800	147,800
2 AR09/11/01	World Bank	3392 - AR	Argentina	Public Enterprise Reform - Argentina	23,000,000	14/05/91	18,400,000	17,784,318	1,033,882
3 AR09/11/02	World Bank	3392 - AR	Argentina	Public Sector Reform - Argentina	23,000,000	30/05/91	23,000,000	22,011,705	988,295
4 AR09/11/03	World Bank	3392 - AR	Argentina	Public Sector Reform - Argentina	1,554,000	27/04/92	829,561	583,500	46,061
5 AR09/11/04	World Bank	3400 - AR	Argentina	TA for the 2nd T. Development	1,500,000	27/04/92	1,500,000	1,425,000	74,700
6 AR09/11/05	World Bank	3400 - AR	Argentina	Technical Assistance	4,347,336	15/02/91	4,347,336	4,110,000	237,336
7 AR09/11/06	World Bank	3400 - AR	Argentina	Technical Assistance	18,500,000	25/11/92	17,000,000	16,040,000	960,000
8 AR09/11/07	World Bank	3400 - AR	Argentina	Technical Assistance	23,000,000	11/02/93	23,000,000	22,003,570	996,430
9 AR09/11/08	World Bank	3400 - AR	Argentina	Technical Assistance	9,700,000	12/05/89	2,008,326	1,848,580	159,746
10 AR09/11/09	World Bank	3400 - AR	Argentina	Technical Assistance	9,700,000	12/05/89	6,711,643	6,401,174	310,469
11 AR09/11/10	World Bank	3400 - AR	Argentina	Technical Assistance	4,700,000	30/11/91	4,700,000	4,565,800	334,400
12 AR09/11/11	World Bank	3400 - AR	Argentina	Technical Assistance	3,300,000	30/11/91	3,300,000	3,138,368	161,632
13 AR09/11/12	World Bank	3400 - AR	Argentina	Technical Assistance	1,177,740	30/11/91	1,177,740	1,152,562	25,178
14 AR09/11/13	World Bank	3400 - AR	Argentina	Technical Assistance	4,193,270	28/07/92	4,193,270	3,933,500	259,770
15 AR09/11/14	World Bank	3400 - AR	Argentina	Technical Assistance	6,000,000	15/01/86	3,857,861	3,672,480	235,481
16 AR09/11/15	World Bank	3400 - AR	Argentina	Technical Assistance	89,000,000	08/03/92	30,842,624	29,684,876	1,157,748
17 AR09/11/16	World Bank	3400 - AR	Argentina	Technical Assistance	89,000,000	08/03/92	13,061,333	12,278,180	783,043
18 AR09/11/17	World Bank	3400 - AR	Argentina	Technical Assistance	70,000,000	08/03/92	12,431,517	11,119,806	711,711
19 AR09/11/18	World Bank	3400 - AR	Argentina	Technical Assistance	8,528,945	15/04/94	588,926	588,926	408,040
20 AR09/11/19	World Bank	3400 - AR	Argentina	Technical Assistance	2,782,714	21/06/93	2,782,714	2,560,489	222,225
21 AR09/11/20	World Bank	3400 - AR	Argentina	Technical Assistance	31,500,000	21/06/93	822,003	772,000	50,003
22 AR09/11/21	World Bank	3400 - AR	Argentina	Technical Assistance	4,400,000	27/08/87	870,583	787,318	83,265
23 AR09/11/22	World Bank	3400 - AR	Argentina	Technical Assistance	130,800	11/06/93	200,000	185,000	15,000
24 AR09/11/23	World Bank	3400 - AR	Argentina	Technical Assistance	2,884,000	03/06/93	130,800	120,000	10,800
25 AR09/11/24	World Bank	3400 - AR	Argentina	Technical Assistance	2,884,000	23/02/92	3,298,726	2,884,000	314,726
26 AR09/11/25	World Bank	3400 - AR	Argentina	Technical Assistance	3,584,938	23/06/94	2,452,186	2,221,183	231,003
27 AR09/11/26	World Bank	3400 - AR	Argentina	Technical Assistance	6,004,521	01/03/93	3,300,000	3,052,248	24,752
28 AR09/11/27	World Bank	3400 - AR	Argentina	Technical Assistance	6,004,521	07/02/92	6,004,521	5,800,000	104,521
29 AR09/11/28	World Bank	3400 - AR	Argentina	Technical Assistance	4,245,512	15/12/93	3,739,172	3,414,732	324,440
30 AR09/11/29	World Bank	3400 - AR	Argentina	Technical Assistance	1,500,000	14/06/91	1,088,176	1,023,740	64,436
31 AR09/11/30	World Bank	3400 - AR	Argentina	Technical Assistance	4,239,000	23/06/91	4,239,000	3,829,000	310,000
32 AR09/11/31	World Bank	3400 - AR	Argentina	Technical Assistance	10,714,000	23/11/93	1,500,000	900,000	600,000
33 AR09/11/32	World Bank	3400 - AR	Argentina	Technical Assistance	1,728,889	19/07/93	1,728,889	1,508,908	219,981
34 AR09/11/33	World Bank	3400 - AR	Argentina	Technical Assistance	366,056	18/03/94	186,200	180,000	6,200
35 AR09/11/34	World Bank	3400 - AR	Argentina	Technical Assistance	2,249,900	02/06/93	2,249,900	2,070,619	179,281
36 AR09/11/35	World Bank	3400 - AR	Argentina	Technical Assistance	4,115,050	29/06/94	3,236,220	2,994,500	238,720
37 AR09/11/36	World Bank	3400 - AR	Argentina	Technical Assistance	1,588,981	01/04/94	1,381,430	1,287,470	103,960
38 AR09/11/37	World Bank	3400 - AR	Argentina	Technical Assistance	1,588,981	15/07/91	1,654,984	1,581,308	73,676
39 AR09/11/38	World Bank	3400 - AR	Argentina	Technical Assistance	2,808,400	01/12/93	2,808,400	2,520,847	287,553
40 AR09/11/39	World Bank	3400 - AR	Argentina	Technical Assistance	938,500	12/06/93	938,500	895,000	43,500
41 AR09/11/40	World Bank	3400 - AR	Argentina	Technical Assistance	288,540	08/06/93	288,540	277,491	11,049
Grand total for 41 projects:					214,871,218	202,326,203			12,545,015

a Projects which became active in 1992/93.

Annex table 7 (b). ACTIVE PROJECTS UNDER MANAGEMENT SERVICES AGREEMENTS FUNDED UNDER BILATERAL GRANTS

NO.	PROJECT NO.	FUNDING AGENCY	COUNTRY	PROJECT NAME	SIGNATURE DATE	TOTAL BUDGET	BUDGET	MANAGEMENT FEE
1	ALB/92/R51 a	CEC	Albania	Emergency Humanit. Assist. via NGOs	09/03/92	2,448,180	2,325,752	122,408
2	BEN/92/R21 a	Japan	Benin	Procurement of Commodities (3rd)	05/04/93	8,504,173	8,164,173	340,000
3	BKF/89/R52	Sweden	Burkina Faso	Technical Support to BKF/89/X03	26/03/90	2,708,567	2,487,300	211,267
4	BKF/91/R21 a	Japan	Burkina Faso	Procurement of Commodities	06/04/92	2,551,553	2,438,553	113,000
5	BOL/91/R21	Japan	Bolivia	Procurement of Commodities	30/04/91	7,822,832	7,582,832	240,000
6	BOL/92/R51 a	Germany	Bolivia	National Census of Population	03/02/92	3,638,000	3,488,000	150,000
7	CAF/91/R21 a	Japan	Central African Republic	Procurement of Commodities (2nd)	20/03/92	4,233,639	4,028,639	205,000
8	CAM/89/R51	Italy	Central America	Info. on Asst. to Displaced Persons	02/05/89	9,403,133	8,882,943	720,190
9	CMR/91/R21	Japan	Cameroon	Procurement of Commodities	11/11/91	7,504,751	7,114,751	390,000
10	ELS/90/R51	Italy	El Salvador	Low-Cost Housing	05/11/87	9,330,503	8,583,882	746,621
11	ELS/93/R21 a	Japan	El Salvador	Procurement of Commodities	15/08/93	8,675,907	8,295,907	380,000
12	ETH/87/R51	Italy	Ethiopia	EIPRD-Equipment Maintenance	NA	1,632,157	1,919,569	12,568
13	GUA/89/R52	Netherlands	Guatemala	Assistance to Agricultural Sector	01/11/88	787,532	730,333	37,199
14	GUA/92/R21 a	Japan	Guinea	Procurement of Commodities (3rd)	02/04/93	8,065,102	7,725,102	340,000
15	HON/91/R21	Japan	Honduras	Procurement of Commodities	10/04/91	3,972,811	3,782,811	190,000
16	INT/90/R11	Denmark	Interregional	Danish Consultancy Services	26/04/90	7,000,000	6,195,000	805,000
17	INT/90/R21	Japan	Interregional	Africa 2000	NA	553,987	500,000	53,987
18	INT/91/R12	Norway	Interregional	Fund for Norwegian Consultancy Serv	16/04/91	621,650	621,650	80,815
19	IVC/92/R21 a	Japan	Côte d'Ivoire	Procurement of Commodities (4th)	18/01/93	200,000	0	200,000
20	KYR/93/R12 a	Norway	Kyrgyzstan	Reconstruction of Schools	10/06/93	590,000	590,000	30,000
21	MAG/90/R21 a	Japan	Madagascar	Procurement of Commodities	15/04/91	27,359,604	26,459,604	900,000
22	MAU/92/R21 a	Japan	Mali	Procurement of Commodities (3rd)	02/07/93	23,528,323	22,736,323	790,000
23	MON/92/R21 a	Japan	Mauritania	Procurement of Commodities (3rd)	06/02/93	8,675,739	8,335,739	340,000
24	MON/92/R51 a	Netherlands	Mongolia	Procurement of Commodities	31/07/92	16,388,941	15,888,941	500,000
25	NER/90/R51 a	Japan	Niger	Essential Drugs for Mongolia	17/11/92	1,109,827	1,054,827	55,000
26	NER/90/R51	Sweden	Niger	Technical Support to NER/90/X01	24/04/90	10,927,047	10,382,047	545,000
27	NIC/92/R21 a	Japan	Nicaragua	Procurement of Commodities (2nd)	30/03/90	1,792,938	1,628,945	163,994
28	NIC/92/R51	Italy	Nicaragua	Procurement of Commodities (2nd)	12/04/91	8,086,755	7,746,755	340,000
29	PAL/89/R51	Italy	Undetermined	Sewerage & Drainage System for Beth	03/04/90	4,060,000	3,857,000	203,000
30	PAL/89/R52	Italy	Undetermined	Dev. of Health Institutions	10/10/90	9,373,370	8,760,199	613,211
31	PAL/89/R53	Italy	Undetermined	Est. of Citrus Processing Plant	30/11/90	8,587,900	9,321,075	276,825
32	PER/92/R21 a	Japan	Peru	Procurement of Commodities	31/03/92	28,923,331	28,273,331	650,000
33	PER/93/R21 a	France	Peru	Procurement of Commodities	28/09/93	23,650,000	23,000,000	650,000
34	RAF/87/R51	Japan	Regional Africa	Support for the Round Table Process	02/12/86	1,260,726	1,176,226	82,500
35	RAF/92/R51 a	Sweden	Regional Africa	Agrotec Africa Phase II	01/10/92	3,494,502	3,264,409	230,093
36	RAF/93/R51 a	France	Regional Africa	Financement Dactivités	02/08/93	2,000,010	1,838,250	161,760
37	RAS/92/R51 a	Finland	Regional Asia	Turnen River Area Development	07/12/92	882,352	828,410	52,942
38	STP/92/R21 a	Japan	Sao Tome and Principe	Procurement of Commodities	15/02/93	1,913,239	1,833,239	80,000
39	SEN/89/R52	Sweden	Senegal	Technical Support to SEN/89/X08	20/03/90	3,295,568	2,966,814	328,775
40	SOM/88/R21	Japan	Somalia	Procurement Programme	02/02/89	6,645,176	6,313,476	331,700
41	THA/89/R51	Japan	Thailand	Forestry Masterplan for Thailand	09/01/90	5,949,268	3,708,788	240,500
42	TTP/92/R51 a	USA	Trust Territory of the Pacific Islands	Palau Nat. Master Development	11/11/92	405,232	380,000	25,232
43	UGA/89/R51	Sweden	Uganda	Relief & Social Rehab. of Settlers	14/03/90	884,059	811,635	72,424
44	ZAU/88/R21	Japan	Zaire	Japanese Procurement Programme	01/02/89	26,119,365	25,353,315	766,050
Subtotal bilateral						289,428,406	276,428,376	13,000,031

■ Projects which became active in 1992/93

Annex table 7 (c). ACTIVE PROJECTS UNDER MANAGEMENT SERVICES AGREEMENTS FUNDED BY GOVERNMENTS

NO. PROJECT NO.	FUNDING AGENCY	COUNTRY	PROJECT NAME	SIGNATURE DATE	TOTAL BUDGET	BUDGET	MANAGEMENT FEE
1 ARG/92/R02 a	Argentina	Argentina	Asistencia tecnica	21/09/92	5,800,000	5,385,500	214,500
2 ARG/92/R41 a	Argentina	Argentina	Desarrollo científico	21/09/92	3,999,730	3,003,300	996,430
3 BHU/92/R31 a	Bhutan	Bhutan	Tech/Merg Area Development Project	16/03/92	288,938	275,197	13,741
4 BOL/90/R02	Bolivia	Bolivia	Tax Administration	16/06/96	405,333	246,797	158,536
5 BOL/92/R31 a	Bolivia	Bolivia	MACA	05/09/92	672,542	639,906	32,636
6 BOL/92/R32 a	Bolivia	Bolivia	Assistance to MACA	06/06/92	881,996	838,912	42,786
7 PRC/93/R31 a	Congo	Congo	Gasolin/Conservation	30/06/93	365,760	340,000	25,760
8 DJI/89/R31	Djibouti	Djibouti	Hydro-Agricultural Land Development	22/07/91	2,400,000	2,250,000	150,000
9 DOM/91/R32	Dominican Republic	Dominican Republic	Central Bank Information System	15/04/91	638,120	602,000	36,120
10 ECU/91/R03 a	Ecuador	Ecuador	Educacion Basica	01/03/92	9,945,574	9,515,068	430,505
11 KYR/93/R31 a	Kyrgyzstan	Kyrgyzstan	Reconstruction of School	16/07/93	430,000	410,000	20,000
12 TUR/91/R03 a	Turkey	Turkey	First Health Project	15/11/93	10,114,000	9,514,000	600,000
Subtotal Government					36,741,896	33,828,681	2,721,914

a Projects which became active in 1992/93